

Chapter 10

TABLE OF CONTENTS

I. INTRODUCTION	206
II. BACKGROUND AND PURPOSE	206
III. EXISTING CONDITIONS	207
Economic Sectors and Jobs	208
Sub-Regional Economies	208
IV. ECONOMIC DEVELOPMENT TRENDS	211
V. STRATEGIC ECONOMIC POLICIES	214
Strategy 1: Attracting Target Industries	214
Strategy 2: Improving Land Use Practices and Infrastructure Networks	217
Strategy 3: Expanding Workforce Development Programs	218
Strategy 4: Revitalization and Redevelopment	218
Strategy 5: Collaboration and Implementation	221
VI. GOALS, POLICIES AND IMPLEMENTATION ACTIONS	222
VII. REFERENCES	228

LIST OF TABLES

Table 10.1: Unincorporated County Redevelopment Areas	220
Table 10.2: Community Development Commission Redevelopment Projects	221

LIST OF FIGURES

Figure 10.1: Unincorporated County Redevelopment Areas	219
Figure 10.2: County and City of Los Angeles BioMedTech Focus Area	221



I. INTRODUCTION

The Economic Development Element provides a foundation from which to view unincorporated Los Angeles County's place in the regional economy, and to serve as a first step in supporting economic strategies and policies that contribute to the financial well-being of County residents and businesses.

From its origins as a sparsely populated, agricultural County, Los Angeles County, as the heart of the Southern California region, has developed into a national and global economic center. Today, the County's economy is diverse, dynamic, and fast-changing, but the predominance of a global economy means that competition for economic resources from other metropolitan areas, nationally and globally, requires that the County be prepared to accommodate and plan for the jobs of the future.

The Department of Regional Planning (DRP) recognizes that the performance of the economy plays an important role in how the land use and development patterns of the County will be implemented over the next 20 years. The goals and policies of this Element are based upon the idea that economic development will be important in maintaining the quality of the County's physical and social environments, and that there is a need to strategically plan for the economies of tomorrow. Finally, the Economic Development Element provides clear direction, through policies and implementation actions, to foster economic development in the County and to direct resources to those communities in most need.

The primary objectives of the Economic Development Element are to:

- Describe the existing economic conditions in the County;
- Identify future economic trends through collaboration and data gathering with County stakeholders; and,
- Formulate a strategic economic development plan, with policies and implementation measures to:
 - Attract and diversify the local and regional economy through a variety of County development incentives and strategic economic planning;
 - Foster the physical development and redevelopment of vacant and underutilized areas throughout the County;
 - Provide for the physical and geographic land use needs to accommodate the County's economic strategies; and,
 - Identify and implement strategies to accommodate the jobs of tomorrow.

II. BACKGROUND AND PURPOSE

Los Angeles County's historical growth patterns, defined by sprawling single-family tracts with scattered commercial and industrial uses, has strongly influenced the County's economic configuration and development. In fact, construction and land use development have been and continue to be a primary component of the County's economic base.

The entertainment industry was the next major economic base to emerge in the County, and like land use development, it remains a primary component of the regional economy. While the entertainment industry has long been an iconic and stable symbol of the Los Angeles economy, the aerospace industry has been responsible for some of the County's major growth spurts. The County's mild climate made it an ideal testing ground for flying and aerospace research.

By the 1960's, it is estimated that hundreds of thousands of the County's workforce and nearly half of its manufacturing base was related to aerospace research and development.

The 1990's, however, saw the acceleration of major economic, social, and environmental trends that have transformed the County's economy. First, the end of the Cold War saw a nationwide decrease in defense spending, which hit Los Angeles County especially hard. Second, free trade agreements and globalization has meant that local, regional, state, and national-level economies have become more integrated into a global economic structure, where competition with overseas producers with cheaper labor and production costs has resulted in a major transference of manufacturing jobs out of the County. Lastly, the riots and earthquakes of the early 1990's resulted in a major exodus of business and industry from the region, and only recently have total job numbers in the County reached 1990 levels.



Ports of Los Angeles and Long Beach

Ever resilient, the Los Angeles County economy has adapted and is much more diversified than 25 years ago. The current structure, trends, and existing conditions of the economy in the County are outlined in the following sections.

III. EXISTING CONDITIONS

The Community Development Commission of the County of Los Angeles (CDC) is the County's primary economic development entity and is largely responsible for implementation of the County's economic development policies and programs in the unincorporated County. The Community Development Commission and the Department of Regional Planning will work collaboratively on new economic development programs and projects that create an environment that is conducive to the establishment and expansion of businesses and that benefits the unincorporated County.

The Los Angeles County Economic Development Corporation (LAEDC) was established in 1981 by the County of Los Angeles as a public/private partnership whose mission is to attract, retain, and expand businesses and jobs in the County. The LAEDC publishes well-respected semi-annual economic forecasts for Los Angeles County by compiling data and research from a variety of sources, and providing analyses of key employment sectors and sub-regions of economic activity. LAEDC data, along with the Southern California Association of Governments, (SCAG) annual



Film Crew, Marina del Rey

report, *The State of the Region 2007*, and reports from the Los Angeles Economic Roundtable and the Milken Institute are the primary sources for the analysis of the County's existing economic conditions.

Economic Sectors and Jobs

Increased population growth, especially in the immigrant population, has transformed Los Angeles County's economic landscape. In addition to the growing contributions of the entertainment industry, international trade, tourism, financial services, and the technology sector, the County's employment base has been increasingly affected by small business owners and ethnic-owned small businesses, which have offset blue-collar losses in the manufacturing sector.

Current data reveals that the County has gained jobs in recent years, but the total number of jobs in the County has just recently rebounded to the 1990 level (SCAG, p. 28; Flaming, p. 1). The largest growth sectors in terms of jobs are professional, scientific and technical services, health services, and retail trade (LAEDC (a), p. 26). The County continues to have a net decrease in durable goods manufacturing and construction jobs, and a weakening housing sector will continue to affect the regional economy (LAEDC (a), p. 26).

The regional trend of job losses in the manufacturing sector continues to be an important planning issue. Southern California leaders have made significant efforts to retain manufacturing activities in the region. To an extent, they have had some success as Los Angeles County continues to be the largest manufacturing center in the U.S. (SCAG, p. 31). However, in addition to moving overseas, manufacturing jobs in Los Angeles County are also relocating to inland areas and other states due to lower production costs.

Sub-Regional Economies

The economies and economic conditions of individual communities throughout the unincorporated County vary greatly. For example, the northern part of the unincorporated County is rural in nature and some rely on agricultural activities for a large part of their economy. In contrast, urban communities in the southern part of the unincorporated County are very dependent on the high-tech and service sector economies of the City of Los Angeles as well as from trade activities through the Ports of Long Beach and Los Angeles and the Los Angeles International Airport (LAX). Additionally, economic and monetary resources

vary greatly across communities in the County. As such, the County recognizes the need not only for programs and policies that benefit the entire County, but also the need to create unique programs that target specific communities and specific economic conditions for the more distressed communities of the County.

The following discussion provides a general overview of the sub-regional economies of Los Angeles County:

Antelope Valley

Located in North LA County, the Antelope Valley consists of two (2) cities and twelve (12) unincorporated areas covering more than 1,000 square miles. The largest economic sectors in the Antelope Valley include government employment, retail services, and manufacturing, in large part due to the major concentration of aerospace research and development activity in the Valley (LAEDC (a), p. 43). The Antelope



Downtown Los Angeles Redevelopment

1

2

3

4

5

6

7

8

9

10

A1

A2

Valley has a lower cost of doing business than many other Southern California cities with pro-business governments in addition to special incentive zones. The Antelope Valley economy will be affected by several important factors: 1) An increasing number of environmental constraints, such as extreme water shortages, have the potential to significantly curtail all types of development in the Valley; 2) Relative to the rest of Los Angeles County, the Antelope Valley still has affordable land that is available for development, yet over 65,000 residents must commute significant distances to jobs elsewhere; and, 3) The idea of locating an “Inland Port” to handle trade near the newly re-opened LA/Palmdale Regional Airport may provide the Valley with an important economic opportunity if needed infrastructure can be implemented. Challenges include limited transportation options, perceived problems with crime, and a significant jobs-to-housing imbalance.

Downtown Los Angeles

The downtown business core includes major corporations and professional firms, tourist and convention hotels, restaurants, retail, and the largest concentration of government offices outside of Washington DC. New non-residential construction projects will provide additional cultural and tourist opportunities. Challenges include transportation and congestion, low industrial and office vacancy rates, and a trend towards the conversion of industrially zoned property to residential and mixed uses.



Commercial Corridor, East Los Angeles

East Los Angeles

The East Los Angeles region is seeing very little economic growth coupled with a significant loss of manufacturing, which has been a historically stable economic presence in the area. Government employment and educational health services are important economic sectors due to the presence of Cal State Los Angeles, the County/USC Medical Center, and the USC School of Medicine (LAEDC (a), p. 44). There are two major economic opportunities arising in the East Los Angeles region. The first is a joint redevelopment

project between the City of Los Angeles and the County Community Development Commission to combine redevelopment areas in each jurisdiction to create a high-tech biomedical park. The second opportunity involves the expansion of the Gold Line to East Los Angeles, which can spur residential and commercial growth around the new light rail stations.

Gateway Cities

Located in southeast Los Angeles County, the Gateway cities consists of 27 incorporated cities and small pockets of unincorporated communities. The region is a hub for high technology, tourism, trade, transportation, and manufacturing. California State



City Walk at Universal City, San Fernando Valley

University Long Beach and Dominguez Hills and five community colleges provide degrees and state-of-the-art training in manufacturing and other business skills. One of the primary constraints for economic growth in the Gateway Cities is a shortage of large blocks of developable land, and worsening traffic congestion, especially on the I-710 freeway, which is the primary trucking route for cargo moving to and from the Ports of Los Angeles and Long Beach.

San Fernando Valley

Covering nearly 300 square miles, the San Fernando Valley is a major center for entertainment, tourism, professional and business services, education, health services, and manufacturing. California State University Northridge and four (4) community colleges work closely with the private sector to train the Valley's workforce of more than 750,000 people. Challenges facing the San Fernando Valley include a decline in manufacturing, shortage of industrial and office space, and worsening traffic congestion.

San Gabriel Valley

Located just east of downtown Los Angeles and about 200 square miles in size, the San Gabriel Valley includes 31 cities and five (5) unincorporated communities. The San Gabriel Valley is currently losing jobs in manufacturing while gaining jobs in the international trade sectors. The biggest economic sectors in the sub-region are professional and business services, retail, educational and health services, and international trade (LAEDC (a), p. 44). The presence of

Cal Tech, Cal Poly Pomona, University of La Verne, Azusa Pacific University, Art Center College of Design, and the Claremont McKenna Colleges are important economic generators in the sub-region. The City of Hope Medical Center and the Jet Propulsion Laboratory (JPL) make the San Gabriel Valley one of the leaders in unique research activities. Like the Gateway Cities sub-region, a primary constraint for economic growth in the San Gabriel Valley is a growing shortage of large blocks of developable land, and worsening traffic congestion on the I-710 freeway. Transportation and transportation improvements will be very important for the long-term economic health of the San Gabriel Valley. A potential economic opportunity for the region is to consider reuse strategies for redeveloping under-utilized commercial or industrial areas for mixed uses, or to adapt outdated industrial pockets to accommodate new and growing industrial sectors.

Santa Clarita Valley

The Santa Clarita Valley is experiencing an increase in jobs, but not enough economic growth to provide the needed jobs-to-housing balance. Many people in the region must still commute great distances for their employment. The biggest economic sectors in the Valley are professional and business services, with several growing industries including biomedical, entertainment, technology, and aerospace manufacturing, due to the availability of land and facilities (LAEDC (a), p. 43) and a qualified workforce. Environmental impacts and traffic congestion related to increased development activities will be a hindrance on economic development, especially the availability of water.

South Bay

Covering 161 square miles, the South Bay consists of 15 cities and one (1) unincorporated area, and is home to numerous headquarter offices, aerospace research, development and manufacturing, high technology, health care, telecommunications, financial services, and international trade. Exceptional educational institutions such as Pepperdine University, Loyola Marymount, Cal State Dominguez Hills and several community colleges provide degrees and training programs to meet the needs of industry. Issues facing South Bay include traffic congestion and a lack of developable industrial space.



Development Remains Strong in the Santa Clarita Valley

1

2

3

4

5

6

7

8

9

10

A1

A2



Marina del Rey is a Strong Economic Engine for the County on the Westside

South Los Angeles

For several years, the South Los Angeles sub-region has seen no growth in total employment numbers, holding steady at 85,000 jobs, a significant drop from the approximately 96,000 jobs from before the 1992 Los Angeles riots (LAEDC (a), p. 46). The largest industry in the area is still manufacturing, a potential source of new jobs and revenue for the regional economy if plans are made to maintain and expand upon the area's manufacturing base. The other major industries include education and health services, and retail trade (LAEDC (a), p. 46). The constraints and challenges for economic development in South Los Angeles are numerous and acute. The only available land to develop is infill and many of these lots have a combination of environmental issues that affect their redevelopment potential. Much of the South Los Angeles region is also characterized by blighted and economically distressed conditions that further hamper private investment and redevelopment. Finally, the recent closing of the King Drew Medical Center is a major economic blow to the region. Public investment in redevelopment activities will be an important component in the economic turn-around of the South Los Angeles region.

Westside

Located between the Pacific Ocean and the Santa Monica Mountains, the Westside region is an epicenter for creativity and tourism. The economy of Westside Los Angeles County is based on the entertainment industry, leisure and hospitality services, professional services, entrepreneurialism,

and design. (LAEDC (a), p. 44). Westside Los Angeles has very low office vacancy rates and high rents. A constraint on economic opportunities is strong community opposition to new growth and facility expansions. Residents are concerned that new growth will worsen the already severe traffic congestion that plagues the area. Economic opportunities for new development, however, are being looked at along the new Exposition Line that will bring rail transit to the Westside.

IV. ECONOMIC DEVELOPMENT TRENDS

The following discussion summarizes important issues and economic trends affecting the Los Angeles County regional economy, which will provide the rationale for a countywide, coordinated economic development strategy:

Decentralized Economic Planning

Leading stakeholders in Los Angeles County agree that historically Los Angeles County has not had a cohesive, regional strategy for economic development. Without this guiding leadership, the County continues to lack a unified vision for economic development that is necessary to facilitate joint efforts between businesses and political leaders to capitalize on emerging trends, organize effective policy, and coordinate resources (Flaming, p. 3). With support from the County, the LAEDC, as a leading County entity focused on providing a vision of the County's economic

future, can bring together its member businesses, cities, and education institutions to facilitate business and industry growth, and emphasize collaboration with the County's major universities and labor pools.

Global and Regional Competition

Increased global competition has resulted in tighter profit margins for entire economic sectors. Increased access to global inputs, such as labor and materials, has made production methods more mobile. In Los Angeles County, there is a real concern that the lack of progressive and coordinated land use planning and an “un-friendly” (high production costs, high utility costs, strict environmental regulations, and a perceived hostility to industrial use) business environment is resulting in the relocation of industries to places such as Nevada and Arizona, where incentives are attracting industries and businesses to locate in their States (LAEDC(c), p. 3-13).

Infrastructure

Much of the physical infrastructure of Los Angeles County is strained, aging, and has surpassed its operating capacity. Major transportation networks, such as the freeways leading out of the Ports of Los Angeles and Long Beach, are congested and face community opposition to expansion efforts. The ports, along with LAX, are crowded with cargo and passenger freight with limited expansion opportunities. Compared to other regions the County has higher utility and energy costs (LAEDC(c), p. 3-13), and there are concerns

from the business community that the energy network is insufficient to meet the demands of the current population and business community during peak energy periods (LAEDC(c), p. 4-23). One key component of economic development is mobility, and the current transportation system and transportation infrastructure of Los Angeles County will be a hindrance to development efforts and business activities unless it is made more efficient. Business and industry require efficient road, rail, shipping, and air networks to transport goods and services. Continued strain, delays, and congestion on our transportation systems will increasingly put the County at an economic disadvantage. Compounding the issue, the World Business Council for Sustainable Development estimates that the transportation sector accounts for one-quarter of global CO₂ emissions and is growing by 2% each year. There must be a coordinated plan to address mobility issues in the County and to understand its importance in economic development. Public funds, leveraged with private investment, will be important to building infrastructure, such as the Alameda Corridor East (ACE), which will enhance the County's transportation capacity and facilitate the County's competitive edge.

Land Use

Historical land use patterns in the County have helped to shape a landscape that many business leaders call “unfriendly”. Sprawl-like growth patterns that include low density commercial and industrial development have consumed much of the available land in the County, with several unintended consequences. Energy and environmental issues, compounded by sprawling development, are increasing obstacles to new growth. One major land use issue affecting economic development in the County is the availability and adequacy of industrial and office park lands (LAEDC(c), p. 4-25). Flexible land use and zoning practices have resulted in a large number of industrial parcels being used for commercial and residential purposes, and the majority of the County's industrial and high-tech office space is unable to accommodate the new growth industries and research needs of emerging sector businesses.

Economic Growth

A significant portion of the growth in the Los Angeles County economy the last fifteen (15) years has been in the “informal” economy driven by the continuing stream of immigrants to the area (Milken Institute, p. 9). The other growth areas have been the proliferation of low wage service and retail jobs (Flaming, p. 2; Milken Institute, p. 2).



Housing Development on Industrial Land, West Carson

1

2

3

4

5

6

7

8

9

10

A1

A2

These trends are problematic, in that low-wage, service-related jobs are not employment sectors that can support a family in Los Angeles County, which has a comparably high cost of living. A second issue is that although the growth of small and ethnic-owned businesses have been an important factor in the County's economy, they have limited growth potential and limited access to the capital needed to expand the County's economic base (Milken Institute, p. 3). As such, despite the County's continued population growth, the number of jobs in the formal economy is still below the 1990 level, and the County must focus more efforts on attracting industries and jobs in the formal economy that will provide growth and multiplier effects.

Government

Recent statistics show that local governments in Los Angeles County spend less than \$1 billion dollars annually on activities that are traditionally associated with economic development – job training, economic development and redevelopment (Flaming, p. 4). There is a consensus in the business community that unions, environmental groups,



Informal Economy, Flea Market

and NIMBYISM (Not In My Back Yard) strongly affect governmental action on land use development and regulatory actions related to the economy. Additionally, the business community is concerned that state and local political leaders are indifferent to businesses and economic development (LAEDC(c), p. 3-15). It is important that governments create a place for business to locate and create jobs, that governmental permitting and regulatory processes be better balanced with community planning efforts, and that local governments play a part in providing for a diverse and vibrant economic base to ensure long-term economic growth.

Education

Although the County is well-positioned in terms of having several world-class higher educational institutions, surveys of the County's business leaders stress that the business community believes much of the blue-collar workforce is unprepared for the jobs of tomorrow, and that the County lacks training and workforce development programs to better improve the County labor pool. Continued globalization of the economy means that more and more local workers with marginal education will be unemployed or at risk of losing their jobs. Coupled with national and state government cuts to education on all levels, the growing unskilled workforce leaves the County at greater risk of losing its competitive edge to regions with a better educated and prepared labor pool.



Los Angeles Civic Center - Source: Pictometry International Corp

Housing and Income

The County's high cost of living, inflated housing market, and a shortage of affordable housing has a major impact on the regional economy and economic development efforts. The Census Bureau reports that over 50% of Los Angeles County residents live in rental housing, and that a higher and higher percentage of the family income is being spent on housing costs (U.S. Census Bureau, 2006, American Community Survey; Flaming, p. 1). In addition, high housing costs are a deterrent in attracting the highly-valued, educated middle-class worker, an important component of sustained, long-term economic stability (LAEDC(c), p. 3-12, p. 3-17). Regional attention to building new housing at all income levels will be a primary factor in the success of the County's economic future.

V. STRATEGIC ECONOMIC POLICIES

Through the Economic Development Element, the Department of Regional Planning, in coordination with other County departments and business community stakeholders, will focus its resources and policies on five (5) strategic economic policy areas, based on economic data and research from the county's leading economic development institutions. The five (5) strategic economic policy areas are:

1. Attracting, retaining, and expanding "target" industries to the County;
2. Improving County land use practices, including streamlining regulatory and permitting processes to encourage desired economic activity, and improving the efficiencies of existing infrastructure networks;
3. Expanding workforce development programs;
4. Promoting and implementing revitalization and redevelopment projects; and,
5. Facilitating cooperation and collaboration amongst County industry and business stakeholders.

These five (5) economic policy strategies are focused on actions that government departments and the Department of Regional Planning can take to affect economic development in the County. Following each strategy will be a list of action items that the County will pursue in reaching the objectives of each strategy.

Strategy 1: Attracting Target Industries

The County will focus on attracting "target" industries and expanding prominent economic sectors that will provide a broad economic base with multiplier effects for the County's economy. A key component to the success of this policy will be the emergence of entities such as the LAEDC to guide the economic development goals of the entire County, with widespread participation among the 88 incorporated cities and other stakeholders, and to be an institution that tracks economic trends and emerging economic data in order to ensure the County's competitive advantages for attracting new businesses.

Based on current economic data and the County's competitive advantages, the following eight (8) target industries are considered to be the most promising for contributing to a broad-based, stable, and expanding economy for the County:



Housing Construction

1

2

3

4

5

6

7

8

9

10

A1

A2

1. Entertainment (Motion Picture & Television Production): Los Angeles County is home to the internationally-recognized entertainment industry and is the site of major television and movie production activities, video game and digital entertainment production, and an increasing number of fine arts establishments and venues. The entertainment industry is an extremely important sector of the County's economy, and its high wages, multiplier impact, and numbers employed, from actors and production assistants to make-up artists, is often not well understood. Los Angeles County has seen a significant amount of its entertainment production move out of the region due to cheaper costs and competition from neighboring states that have recognized the economic benefits of entertainment production (LAEDC (a), p. 56). Additionally, there are a growing number of communities in the County voicing their discontent with the effects that filming and production have on their daily activities. The County must work to balance the need to retain entertainment production activities in the area and community concerns about the industry, but it must also continue to lobby for State incentives to keep entertainment production in California.

2. Professional Business Services: Professional business services include specialized expertise in accounting, business consulting, engineering and architecture, design, legal services, and research and development.



Hollywood Sign - Source: Pictometry International Corp

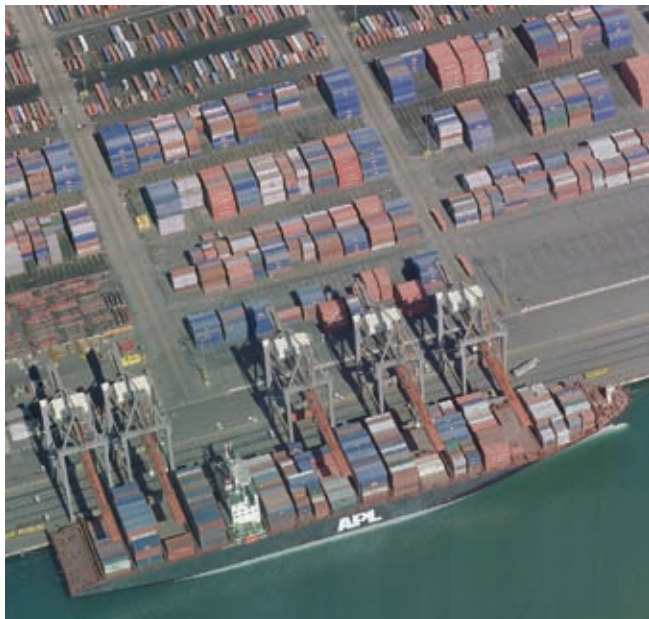
The County is ideally suited for these industries due to the overall size of the market, the presence of several major, top-tier universities, and a large design-oriented economic sector.

3. Financial Services: Although Los Angeles is not considered a national banking center, it is the largest middle market banking center in the United States and is home to a number of specialized banking services that can be capitalized on to promote economic development in the County. The proliferation of small businesses, ethnic and minority-owned businesses, and international trade makes Los Angeles an attractive market for large banks. In addition, there has been a growing number of "community" banking operations and an influx of overseas banks setting up branches in the County. Additionally, Los Angeles County has a competitively large number of venture capital firms (LAEDC (b), p. 5). Understanding and focusing on the existing strengths in the County's financial sector could further increase the County's reputation as a growing financial center.

Regional Center for Financial and Business Services, Downtown Los Angeles

4. Trade and Logistics: The Ports of Long Beach and Los Angeles, along with LAX, handle more cargo than any other region in the United States (SCAG, p. 79, 80). Existing trends and the projected growth of international cargo trade at the ports has vastly increased the proportion of the County's economy that is committed to logistics and trade activities despite the often unfavorable perceptions of local ports by shipping companies. The County must prioritize improving its infrastructure related to trade and goods movement to maintain its competitive hold on this sector, as well as to maintain and expand jobs. Additionally, further plans to promote and expand trade and goods movement in the County have the potential to produce significant economic returns. For example, facilitating the creation of an "Inland Port" near the newly reopened Palmdale Airport would alleviate congested conditions in the ports and airports of the South County while also providing a much-needed employment base in the North County. In order for an Inland Port to succeed, economical routes must be identified, and supported by infrastructure improvements.

5. Health Sciences and Biomedical: The Health Sciences and Biomedical sector represents a growing industry that provides high paying salaries and good multiplier effects on the local economy. Los Angeles County has yet to capitalize on this sector, in large part due to a lack of high-tech industrial or office space to accommodate



Goods Movement - Source: Pictometry International Corp

this industry (LAEDC(c), p. 5-32). Land use policy and redevelopment efforts that will provide opportunities for the development of the biomedical and health services sector will be an important component of attracting this target industry.

6. Green Sector: Green technology, or technology that works to promote alternative uses in energy, practices that expand energy saving opportunities, and businesses that work to improve environmental quality or the environmental sustainability of existing and new products, is a small but rapidly expanding economic sector. Political attention to climate change and pollution, and environmental conditions such as wildfires, extended periods of drought and water shortages, and endangered or threatened species protection are quickly changing the way land is developed and projects are built. As the major metropolitan area on the West Coast with a large labor pool, professional and academic resources, and local engineering companies, the County has an opportunity to be a leader in attracting and investing in the green sector.

7. Specialized Manufacturing/Textiles/Fashion: Despite recent losses in the number of manufacturing jobs, Los Angeles County remains the largest apparel manufacturing center in the country. The County has a strong design sector, with fashion and textiles as two of its most prominent components. Traditional apparel manufacturing jobs will continue to be transferred to locations with cheaper labor and production costs. However, the County has an advantage in producing quick-turn or small volume orders. As such, the County must focus its manufacturing policies to support its remaining manufacturing industries and promote high value-added manufacturing activity (LAEDC (a), p. 51; LAEDC(c), p. 5-32-33). Again, land use policy and the adaptation of the County's manufacturing space to these businesses will be important components in expanding this target industry.

8. Tourism: Southern California is an iconic location whose landscape has been channeled into homes all across the globe through television and movie productions. The County must continue to promote its new and improved cultural icons, such as the newly re-opened Getty Villa museum, the refurbished Griffith Observatory, or the iconic Walt Disney Concert

1

2

3

4

5

6

7

8

9

10

A1

A2

Hall, and expand tourist destinations and opportunities. A countywide umbrella organization is needed to focus sub-county initiatives into effective regional efforts that promote a Los Angeles brand.

Strategy 2: Improving Land Use Practices and Infrastructure Networks

Historical land use practices in the County, coupled with the downturn of the manufacturing sector, have resulted in a large percentage of industrial and office land to be occupied by commercial uses. In addition, the continued housing crunch in Southern California has put new pressure to convert under-utilized or vacant industrial land to residential uses. By allowing the conversion of industrial land to other uses, Los Angeles County risks losing the ability to have the available land needed to retain and attract industry and business in the future. Furthermore, allowing non-industrial uses to encroach on business parks and industrial areas increases tensions between the business community and residential neighborhoods, as industrial activities often produce noise, odor, smells, traffic congestion, and other environmental impacts that are not compatible with residential uses. The County and its many local governments must make a coordinated effort to preserve its remaining industrial land and protect it from incompatible uses.

The County's infrastructure, from transportation and energy provision to its freeways and ports, must be upgraded and updated to increase logistical efficiencies and to accommodate the targeted industries it wants to attract. Goods movement and trade logistics are a significant and growing economic sector, and the County must continue to implement major transportation projects to facilitate goods movement and to lessen the environmental impacts of industry. Mobility networks, for goods and for people, are a primary element of successful economic development, and the County risks losing business if congestion on its freeways and ports continues to worsen. An enormous amount of attention is paid to the negative effects of traffic congestion on employee commutes, but less so on the significant impacts it has on business operations. Traffic congestion, compounded by the County's aging infrastructure, is a critical economic obstacle for local businesses in the County. Similarly, the County's industrial lands and office space need to be retrofitted to accommodate the new targeted industries, or land must be set aside and planned to allow the County's economic base to grow. Projects such as the Alameda Corridor, which allows for the transport



Infrastructure Improvements

of freight on a dedicated rail-line to inland transfer yards, is a good example of a project that improves the County's transportation infrastructure while also mitigating the environmental impacts of trucking and trade activities.

Plans and programs that mitigate the environmental impacts of heavy industrial activities will be another key element for economic development. Infrastructure capacity in the County must be improved in order to meet a growing population and maintain a growing economic base. Needed infrastructure projects must be balanced with high profile public opposition to expansion efforts of some of the County's primary transportation networks and economic hubs, such as the Ports of Long Beach and Los Angeles, LAX, and the I-710 Freeway leading into and out of the Ports. Government attention to mitigating and buffering the impact of industry will be important to attracting and retaining valuable industries in the County.

Government plays an important role in economic development, as both a funding source and an instrument to facilitate public-private partnerships and investment. Government also has the ability to promote, facilitate, and strengthen all of the economic policies in this economic development strategic plan.

Governments also have two (2) policy tools that can greatly influence the success of any economic development strategy. The first is the ability to influence land use and to plan

for the jobs of tomorrow by developing communities that accommodate new business and industry through zoning, land use practices, and the provision of incentives. The planning process related to land use development is too often cumbersome, costly, and extremely time consuming, which are all deterrents for attracting target industries. The second important policy tool that governments' wield is the power to regulate the planning process. In order to effectively target new industries, and to revitalize and redevelop economically distressed communities, the County and other local governments must be willing to adapt and streamline their regulatory and planning permitting processes. Streamlining regulations and permitting processes is a direct action government can take to facilitate business and economic development. It is important for governments to focus on streamlining permitting processes to attract targeted business and industry, versus creating an environment for unregulated and haphazard industrial development.

Strategy 3: Expanding Workforce Development Programs

The County's workforce is disproportionately unskilled, and the industries that will supply the most promising economic returns involve a knowledge base and technical skills that are significantly different than the region's historical manufacturing jobs. Without a commitment to

education and workforce development, the gap between the County's labor pool and the workforce needed for the jobs of tomorrow will continue to widen.

Workforce development opportunities must be targeted to the numerous major universities, colleges, and other research institutions in the County, but also the community colleges, high schools, non-profits, and local job training centers. Workforce development programs must be varied and widespread to reach the numerous pockets of underemployed or unemployed residents in the County and should include on-the-job training, functional literacy, poverty reduction, English-as-a-second language (ESL), business incubation, and mentoring. Furthermore, it is important to continually refine the County's workforce training programs to match the needs of emerging industries and new technologies.

Strategy 4: Revitalization and Redevelopment

Local governments have a major role to play in the revitalization and redevelopment of neighborhoods that are economically distressed. Los Angeles County has a significant number of neighborhoods that can be classified as economically distressed, and government must focus its resources on promoting opportunities for redevelopment and diversifying local economies in these areas. Economically distressed neighborhoods provide vital opportunities for redevelopment activities that can attract major new industries and businesses, but it is equally important to utilize environmental and social justice principles in all redevelopment projects.

The primary agency responsible for promoting the unincorporated County's economic development and redevelopment activities is the Los Angeles County Community Development Commission. The following discussion summarizes current Community Development Commission redevelopment and economic development activities.

Community Development Commission

The Community Development Commission supports local economies in Los Angeles County by promoting business growth and encouraging job creation and retention through a variety of programs, revitalization efforts, incubators, redevelopment areas, economic incentives, and commercial and industry lending.



Infill Development, East Los Angeles

1

2

3

4

5

6

7

8

9

10

A1

A2

The County Board of Supervisors (BOS) serves as the Commissioners of the Community Development Commission and sets the policy direction for the agency. In Fiscal Year (FY) 2006-2007, the Economic Redevelopment Division of the Community Development Commission had a budget of \$34 million and a total staff of 27 employees. Most of the Commission's funding comes from the U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grants (CDBG). The Community Development Commission is responsible for numerous programs that promote economic development in the County. They include:

- **Business Incubator Program:** Supports business incubation efforts that create new business opportunities in the County;
- **Redevelopment project areas:** Assembles sites for new development and redevelopment. As of 2007, five (5) redevelopment project areas have been established in West Altadena, Maravilla and Whiteside (East Los Angeles), Willowbrook, and East Rancho Dominguez;
- **Community Business Revitalization (CBR) Program:** Provides financial and technical assistance to the 1st and 2nd Districts to renovate storefronts and facades in unincorporated County areas and seeks to help beautify business districts through streetscape enhancements making them more inviting for shoppers and a source of community pride;
- **Enterprise Zone Program:** The Commission has successfully competed for Enterprise Zone designations under the state program that provides tax credits to employers and intends to compete for further designations in the future;
- **Streetscapes:** CDC streetscape projects provide traffic calming mitigation measures to highly congested commercial corridors and enhance pedestrian safety while beautifying the area; and,

- **Loan Programs:** The Community Development Commission supports local economies through a variety of commercial and industrial loan programs including the County Business Loan Program, County Development Loan Program, County Technology Loan Program, and the County Earthquake Loan Program.

The CDBG Division of the Community Development Commission administers the Los Angeles Urban County CDBG Program on behalf of the County of Los Angeles and participating cities. Initiated by the U. S. Congress in 1974 as part of the Housing and Community Development Act, the program is funded directly by HUD. CDBG funds have been used to finance a wide variety of economic development activities including technical assistance, façade improvements, employment training, and forgivable loans and grants for businesses.

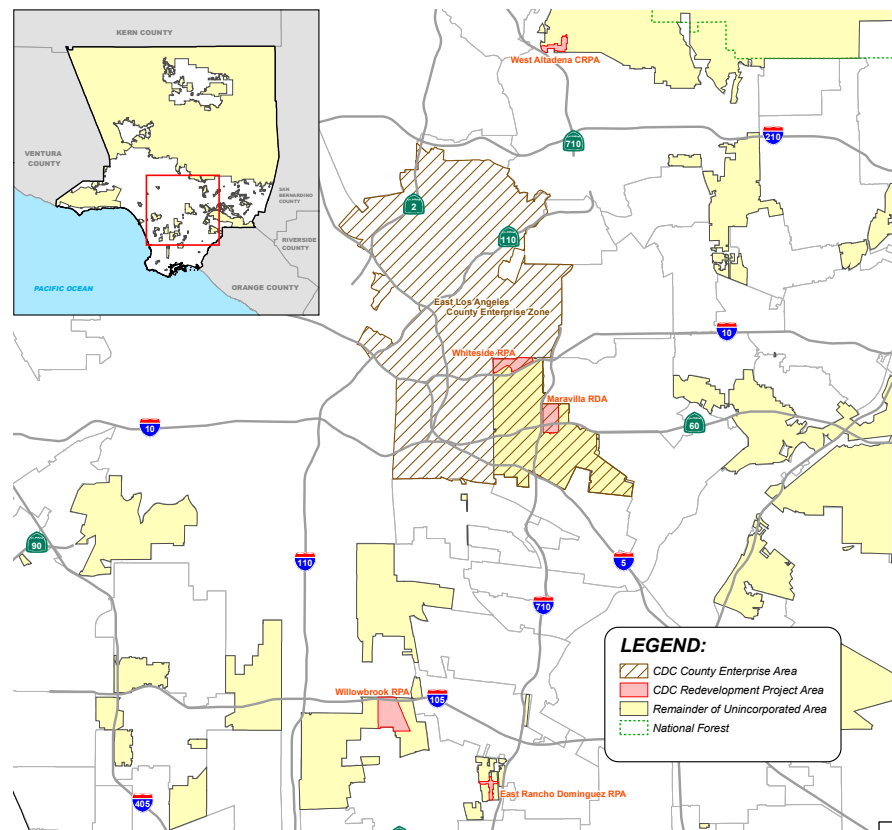


Figure 10.1: Unincorporated County Redevelopment Areas

Table 10.1: Unincorporated County Redevelopment Areas

Maravilla	Adopted on February 20, 1973, the Project Area is comprised of approximately 214 acres and is generally bounded on the north by Floral Drive, on the south by Third Street, on the west by Ford Boulevard, and on the east by Mednik Avenue. The Redevelopment Plan has a 40-year duration and contains various land uses including residential, commercial, and public/quasi public.
Willowbrook Community	Adopted on October 16, 1977, and subsequently amended on May 14, 1991 and November 22, 1994, the Project Area is comprised of approximately 365 acres generally bounded on the north by Imperial Highway, on the south by El Segundo Boulevard, on the west by Compton Avenue, and on the east by Willowbrook Avenue. The Redevelopment Plan has a 35-year duration and contains various land uses including residential, commercial, and public/quasi public.
East Rancho Dominguez	Adopted on June 26, 1984, the Project Area is located on a 58-acre portion of unincorporated East Compton. The Project Area runs generally along Atlantic Avenue from Alondra Boulevard to the Compton City limit and along Compton Boulevard from Harris Avenue to Williams Avenue. The Redevelopment Plan has a 40-year duration and principally contains commercial and light manufacturing/industrial uses.
West Altadena Community	Adopted August 12, 1986, the Project Area is located in the unincorporated Altadena area. The community of Altadena surrounds the Project Area on the north, east and west, while the city of Pasadena lies to the south. The Project Area boundaries encompass about 80 acres. The Redevelopment Plan has a 40-year duration and contains various land uses including residential, commercial, and public/semi-public.
Whiteside	Adopted on October 17, 2006, the Project Area is comprised of approximately 171 acres and is generally bounded on the north by Worth Street, on the south by Whiteside Street/San Bernardino Freeway, on the west by Indiana Street, and on the east by Eastern Avenue. The Redevelopment Plan has a 30-year duration and contains various land uses including heavy and light industrial, commercial, residential, and public/semi-public. The merger with the City of Los Angeles' Adelante Eastside Redevelopment Project Area will form a larger "BioMedTech Focus Area".

Source: LA County Community Development Commission, 2007

Redevelopment Areas and Enterprise Zones

The California Enterprise Zone Program targets economically distressed areas using special state and local incentives to promote business investment and job creation. Businesses within Enterprise Zones are eligible for substantial tax credits and benefits, including:

- State tax credits for each qualified employee hired;
- Sales tax credits on purchases of \$20 million per year of qualified machinery;
- Up-front expensing of certain depreciable property; and,
- The carrying forward of up to 100% of a business' Net Operating Loss (NOL).

In January of 2008, the Community Development Commission, in a collaborative application with the City of Los Angeles, received confirmation from the State Department of Housing and Community Development that East Los Angeles will be designated as an Enterprise Zone. In addition, applications for Enterprise Zone designations are currently underway for Florence-Firestone and Willowbrook.

The Community Development Commission currently has five (5) redevelopment areas (see **Figure 10.1**). **Table 10.1** provides a general description of each County redevelopment area. A redevelopment area has a legal connotation and is generally defined as an area that is found to be blighted, both physically and economically, and is predominantly urbanized. Blighted areas are further characterized as having a combination of adverse conditions so prevalent and substantial that it constitutes a serious physical and economical burden on the community that cannot reasonably be expected to be reversed or alleviated by private enterprise or government action, or both, without redevelopment. **Table 10.2** provides a series of redevelopment projects administered by the Community Development Commission. The Commission is continually examining opportunities to expand the use of redevelopment in blighted communities.

The Department of Regional Planning and the Community Development Commission are instrumental in promoting policies and programs that will positively affect the economic development and land use of the unincorporated areas of the County. The General Plan provides several

Table 10.2: Community Development Commission Redevelopment Projects.

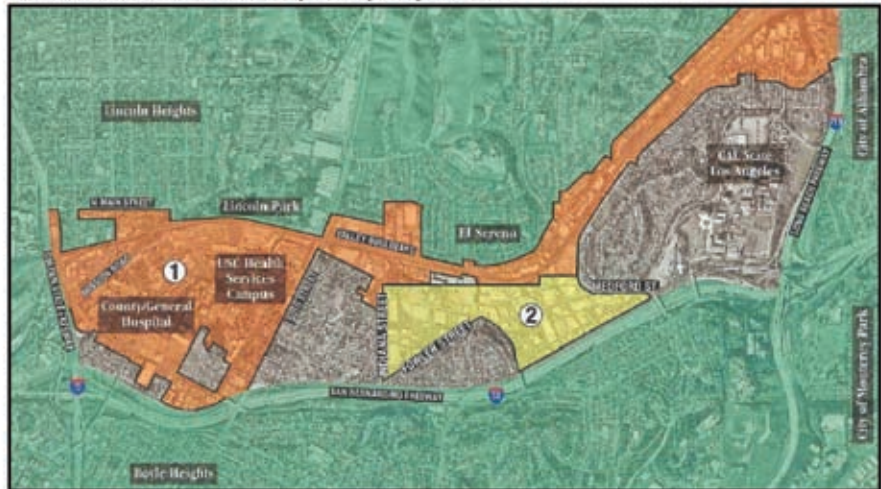
Centro Estrella East Los Angeles	Located at 4701 E. Cesar Chavez Avenue, in unincorporated East Los Angeles, Centro Estrella is an approximately 23,000 square-foot, two-story building and independent pool building. Approximately \$5,500,000 of Maravilla Tax Increment, Community Development Block Grant and State Realignment Funds were used to fund construction of Centro Estrella. Two tenants occupy the Centro Estrella - the Department of Mental Health and ALMA Family Services. The center is intended to provide disabled children, their families and the community at large with much needed services.
The Village Willowbrook	This development, located at 2003 E. 120th Street, Los Angeles, is comprised of 34 new, two-story single-family detached homes with three or four bedrooms. A total of 23 units were assisted with secondary financing and the remaining 11 units were sold at market rate. The units were sold at prices ranging from \$185,000 to \$205,000.
Altadena Lincoln Crossing West Altadena	The first phase of the Altadena Lincoln Crossing project is located on five acres at the northwest corner of Lincoln Avenue and Woodbury Road in unincorporated West Altadena. The project houses a 37,500 square-foot supermarket, a 37,000 square-foot 24 Hour Fitness sports club, 25,500 feet of retail uses, a parking structure, and residential loft housing.
Civic Center Plaza East Los Angeles	The East Los Angeles Civic Center Plaza is a commercial center with business and community tenants. The Plaza is located at the corner of 3rd Street and Mednik Avenue in unincorporated East Los Angeles. The Plaza replaced incompatible uses and removed blighted properties with 30,000 square feet of new office, retail, and food space. The Community Development Commission provided over \$1.6 million in Maravilla Tax Increment funds for land acquisition, off-site improvements, and other project activities.

policies that reflect the need for a collaborative and cooperative working relationship between the two (2) agencies to provide best practices for economic development in the County.

Strategy 5: Collaboration and Implementation

Although Los Angeles County will continue to be an economic and cultural destination, it can no longer be assumed that development and economic growth will come to the County as easily or naturally as it has in the past. Land use patterns, the relative build-out of the County, strong neighborhood coalitions, and the County's extremely large number of local governments makes collaboration on economic development policy very difficult. The County recognizes the need for a leadership entity such as the LAEDC to guide economic development on a countywide and regional level, to collect and distribute infor-

mation on growth and market trends, and to facilitate cooperation among jurisdictions to implement long-term goals for shaping the economy.

Figure 10.2**BioMedTech Focus Area County & City Project Areas**

- 1) Adelante Eastside Redevelopment Project Area (LA City)
2) Whiteside Redevelopment Project Area (LA County)

Figure 10.2: County and City of Los Angeles BioMedTech Focus Area

The County will increase its outreach to business leaders and community groups in its jurisdiction as well as to other County departments to implement long-term economic development goals and strategies. Additionally, the Department of Regional Planning has taken a lead in collaboration efforts with the County's Community Development Commission and the City of Los Angeles to develop strategic economic policy that transcends city boundaries and benefits countywide efforts for economic growth and development.

One successful example of the County's collaborative outreach efforts is the Whiteside Redevelopment Project Area "BioMedTech Focus Area," which is a joint redevelopment effort between the Community Development Commission and Community Redevelopment Agency of the City of Los Angeles (CRA/LA). The Focus Area is comprised of approximately 750 acres of the City's 2,164-acre Adelante Eastside Redevelopment Project Area and the County's 171-acre Whiteside Redevelopment Project Area. The Focus Area is shown in **Figure 10.2**.

The County General Hospital and the USC Health Sciences Campus physically and economically dominate the area, with more than 5,000 employees and students directly associated with both institutions, and the Cal State LA campus lies directly to the east of the Focus Area. In addition, construction of the new 600-bed County hospital makes the old 20-story, 1,000,000 square-foot County General Hospital available for adaptive reuse.

Although the Focus Area benefits from its proximity to County and university resources, the ability to maximize the sites economic development opportunities is inhibited by overlapping governmental jurisdictions, mixed and sometimes incompatible land uses, and the lack of an overall vision for what the area can be. Therefore, the goal of the County and City Redevelopment Agency partnership would be to address these jurisdictional, land use planning, and physical infrastructure challenges in order to facilitate mixed use and retail development, including new job growth opportunities in the burgeoning fields of biomedical research and health care.

VI. GOALS, POLICIES AND IMPLEMENTATION ACTIONS

The following goals, policies and implementation actions related to economic development are designed to facilitate the strategies outlined in this element to promote economic development and growth.

Goal ED-1

A County with a growing and balanced economic base with the ability to attract targeted, valuable industries and businesses.

- **Policy ED 1.1:** Provide a diverse mix of industries and services in each geographic area.
- **Policy ED 1.2:** Expand the economic infrastructure of the County to accommodate the needs of existing and target industries and support overall growth.
- **Policy ED 1.3:** Identify ways to make the County more cost-competitive.
- **Policy ED 1.4:** Assist in the expansion, retention and recruitment of high-wage, environmentally friendly and carbon neutral, and targeted industries providing career track ladders with a variety of quality jobs.
- **Policy ED 1.5:** Encourage and foster the development of the green economic sector, such as the renewable energy industry.
- **Policy ED 1.6:** Support and encourage public-private partnerships to enhance incubation and commercialization opportunities to support growth of target industries.
- **Policy ED 1.7:** Support legislative proposals and other actions which would encourage the expansion and retention of targeted industries and other valuable economic sectors, such as the entertainment industry.
- **Policy ED 1.8:** Facilitate an outreach campaign to promote Los Angeles County as a national and international locale for business and development.

1

2

3

4

5

6

7

8

9

10

A1

A2

- **Policy ED 1.9:** Increase communication and coordination with relevant local, regional and state public and private economic development agencies to leverage resources and coordinate economic policy.
- **Policy ED 1.10:** Increase support for local, national, and international marketing efforts to promote Los Angeles County's strengths and assets related to targeted industries.

Implementation Action ED 1.1

Inventory the unincorporated County's existing industrial land against the backdrop of a comprehensive analysis of the entire County's commercial real estate market to determine the areas of need for development or expansion.

Implementation Action ED 1.2

Coordinate with LAEDC on meetings with real estate professionals, site locator service providers, and economic development professional to gather information on the land use and building needs of emerging industries and businesses.

Implementation Action ED 1.3

Review County regulatory policies, procedures, and compliance costs to ensure that the County is a competitive location for business establishment and expansion, and market these findings.

Implementation Action ED 1.4

Develop a promotional campaign that targets foreign-owned enterprises from sectors currently doing business within the County with the intent to attract them to establish operations in the County (Foreign Direct Investment (FDI) Program).

Implementation Action ED 1.5

Work with the LAEDC to produce visual marketing and public relations materials that promote and advertise County policies that will facilitate in-fill development and smart growth. Examples include:

- Mixed Use Development Ordinance
- TOD Development
- Density Bonuses

Implementation Action ED 1.6

Develop an unincorporated Los Angeles County Business Solutions website that guides developers and the business community through the County planning and permitting process.

Implementation Action ED 1.7

Work with the LAEDC to collect information on County economic and business trends and conditions to determine needs and respond to changes.

Implementation Action ED 1.8

Utilize federal, state and local resources to create economic and regulatory incentives to attract targeted industries and to promote sustainable development policies.

Goal ED-2

Land use practices, government regulations and infrastructure networks that foster economic development and growth.

- **Policy ED 2.1:** Ensure high standards of development and environmental justice in economic development activities.
- **Policy ED 2.2:** Protect industrial, high-tech research and office space lands from the encroachment of incompatible uses.
- **Policy ED 2.3:** Ensure adequate buffering and other land use practices to minimize industrial land use effects on neighboring uses.
- **Policy ED 2.4:** Encourage employment opportunities proximate to housing as a way to reduce vehicle miles traveled (VMT).
- **Policy ED 2.5:** Fund transportation infrastructure and multimodal systems that make economic activities more efficient and energy conscious.
- **Policy ED 2.6:** Support efforts to ensure transportation investments include goods movement and other business needs.
- **Policy ED 2.7:** Support strategic infrastructure investment and the continued expansion of state-of-the-art telecommunications and wireless technologies for County businesses.
- **Policy ED 2.8:** Encourage and incentivize infill development of vacant and underutilized sites as well as brownfield, greyfield and other environmentally-challenged sites throughout the County.
- **Policy ED 2.9:** Incentivize development along existing public transportation corridors and toward the urban core.
- **Policy ED 2.10:** Streamline the permit review process for targeted businesses and industries.

Implementation Action ED 2.1

Implement an industrial land preservation policy that restricts re-zoning of industrially-zoned land to other uses without formal consideration and recognition of how and where that industrial land will be replaced within the County.

Implementation Action ED 2.2

Change land use policy language and zoning codes to minimize the ability to convert valuable industrial and office space lands to other land uses, retaining its land for job-producing uses.

Implementation Action ED 2.3

Implement changes to the planning and permit process to facilitate and expedite redevelopment activities and economic development for the county's targeted businesses and industries, utilizing best practices, such as applying for permits and scheduling inspection appointments online, to make the process timely, accountable, customer-driven and predictable.

Implementation Action ED 2.4

Explore implementing a program that will provide for community benefits and jobs/housing balance when land is converted to residential from industrial.

1

2

3

4

5

6

7

8

9

10

A1

A2

Goal ED-3

A skilled and well-educated work force.

- **Policy ED 3.1:** Support a quality education system at all levels through regulatory and financial policies.
- **Policy ED 3.2:** Support and create collaborative educational programs that address specific under-employed populations and workforce needs in targeted areas.
- **Policy ED 3.3:** Initiate a variety of vocational training programs across the County.
- **Policy ED 3.4:** Work with the employment sector to identify growing work force needs and training opportunities.
- **Policy ED 3.5:** Link workforce training initiatives to the business needs of target industries.
- **Policy ED 3.6:** Conduct expanded outreach efforts to educational and community-learning institutions to foster expanded workforce education programs.
- **Policy ED 3.7:** Expand functional literacy, ESL programs, and workforce development programs throughout the County.
- **Policy ED 3.8:** Establish Los Angeles County as a model for continuous learning, technical, and professional development.
- **Policy ED 3.9:** Establish employee education, training, and employer assistance initiatives, including expanded trades training and vocational education for high-demand occupations.

Implementation Action ED 3.3

Improve linkages between business and universities, colleges, and private training institutes and service providers.

Implementation Action ED 3.1

Coordinate the County's workforce development activities with collaborative partners like the California Transportation and Logistics Institute to facilitate sector-based training initiatives in targeted industries.

Implementation Action ED 3.2

Inventory the existing workforce development programs throughout the County and promote them through vehicles including the County and LAEDC websites.

Goal ED-4

Expansive and targeted revitalization and redevelopment activities.

- **Policy ED 4.1:** Develop a range of financial incentives and programs that encourage development and business growth.
- **Policy ED 4.2:** Develop and implement an incentive program to retain commercial and industrial activities and promote infill development.
- **Policy ED 4.3:** Assist development and operations of businesses with innovative and targeted financial programs to increase capital access to community-based businesses.
- **Policy ED 4.4:** Establish, renew, implement, manage and/or expand Enterprise Zones, Recycling Market Development Zones, Business Improvement Districts (BIDs), Redevelopment Agencies, Tax Increment Financing (TIFs) districts and other innovative financing programs that facilitate community development and rehabilitation.
- **Policy ED 4.5:** Pursue innovative financing programs to pay for new programs, such as impact fees and assessment districts.
- **Policy ED 4.6:** Direct resources to areas targeted as blighted or identified as economically depressed.
- **Policy ED 4.7:** Continue capital improvements planning and prioritization of infrastructure investments.
- **Policy ED 4.8:** Initiate community-level economic development strategies.
- **Policy ED 4.9:** Retrofit and redevelop underutilized and vacant industrial lands and facilities for emerging and targeted industries.
- **Policy ED 4.10:** Aggressively pursue funding and redevelopment of County brownfield sites.
- **Policy ED 4.11:** Encourage and facilitate home ownership through affordable housing initiatives created in collaboration with industry professionals, associations, and economic development professionals.

Implementation Action ED 4.1

Work with the Community Development Commission to expand and renew the County's redevelopment areas and other incentive zones and districts as a tool to better address the need for economic development throughout the County's industrial areas and to bring needed services and employment opportunities to their communities.

Implementation Action ED 4.2

Work with the LAEDC to inventory and assess County-owned properties for job-creating development and redevelopment potential.

Implementation Action ED 4.3

Participate in public-private collaborations to analyze, strategize, create, and invest in redevelopment and development projects of underutilized industrial and commercial properties within the County.

Implementation Action 4.4

Promote industrial and commercial redevelopment by dedicating resources and implementing policies, plans and procedures to streamline review and approval process.

1

2

3

4

5

6

7

8

9

10

A1

A2

Goal ED-5

A County that is able to initiate, participate in, and foster collaborative efforts to implement economic development activities.

- **Policy ED 5.1:** Identify opportunities to lower the costs of doing business in the County.
- **Policy ED 5.2:** Support, fund and participate in a regional entity that provides economic and business leadership for all Countywide economic development stakeholders.
- **Policy ED 5.3:** Encourage a collaborative inter-agency and inter-jurisdictional environment for economic development and information sharing on economic trends, business cycles and resources.
- **Policy ED 5.4:** Work with the LAEDC and the Jack Kyser Center for Economic Research to analyze emerging trends for policy modification, and maintain and update accurate labor force, market trends, and other important economic data.
- **Policy ED 5.5:** Expand outreach activities with the CDC and LAEDC to implement targeted economic development programs.
- **Policy ED 5.6:** Strengthen contacts and cooperation with private sector organizations and community-level business groups.
- **Policy ED 5.7:** Strengthen the County's legislative advocacy function in Sacramento and in Washington D.C to advance the importance of the County's economic development needs and goals.
- **Policy ED 5.8:** Support the development of small business assistance and entrepreneurial programs focused on management, financial planning and technology application.

Implementation Action ED 5.1

Work with the LAEDC and its business, government and education members to develop, maintain, and implement a broad economic strategy for the entire County.

Implementation Action ED 5.2

Continue the County's participation in a joint County-City of Los Angeles economic strategic policy development initiative.

Implementation Action ED 5.3

Expand economic development strategies, such as Business Improvement Districts (BIDs), Tax Increment Financing (TIF) Districts, and California State Enterprise Zones to stimulate the revitalization and redevelopment of older neighborhoods in economic distress.

Implementation Action ED 5.4

Develop an economic development incentives program for green buildings, infill development, brownfield remediation and alternative energy production.

Implementation Action ED 5.5

Develop a benchmarking mechanism to monitor progress and measure outcomes related to economic development.

VII. REFERENCES

- “Ahwahnee Principles for Economic Development.” Local Government Commission. 15 Sept. 2007 <http://www.lgc.org/ahwahnee/econ_principles.html>.
- Altman, Roger C., Jason E. Bordoff, Peter R. Orszag, and Robert E. Rubin. The Hamilton Project. an Economic Strategy to Advance Opportunity, Prosperity, and Growth. The Brookings Institution. 2006. 9 Sept. 2007 <http://www.brookings.edu/es/hamilton/THP_Strategy.pdf>.
- Atkinson, Robert D. “Inequality in the New Knowledge Economy.” The New Egalitarianism. 9 Sept. 2007 <http://www.ppionline.org/documents/Atkinson_bookchapter_0705.pdf>.
- Burns, Patrick, and Daniel Flaming. LA Workforce Investment. Economic Roundtable. Los Angeles, 2006. 25 Sept. 2007 <http://www.economicrt.org/pub/la_workforce_investment/LA_Workforce_Investment.pdf>.
- Flaming, Daniel. “Planning Economic Growth: Los Angeles Coming of Age.” Los Angeles Economic Roundtable. California Agenda Public Policy Lecture Series. Pat Brown Institute, Los Angeles. Aug. 2007. 15 Sept. 2007 <http://www.economicrt.org/pub/planning_economic_growth/Planning_Economic_Growth-LA_Coming_of_Age.pdf>.
- Klowden, Kevin, and Perry Wong. Los Angeles Economy Project: Executive Summary and Recommendations. Milken Institute. Los Angeles: Milken Institute, 2005. 10 Oct. 2007 <http://www.laeconomyproject.com/laep_exec_summary.pdf>.
- Los Angeles County Economic Development Corporation (LAEDC(a)). Authors: Kyser, Jack, Sidhu D. Nancy, Eduardo J. Martinez, George Huang, and Candice F. Hynek. 2007-2008 Economic Forecast and Industry Outlook. Mid-Year Update. Los Angeles: LAEDC, July.
- Los Angeles County Economic Development Corporation (LAEDC(b)). Authors: Machuca, Robert, Gregory D. Whitney, and Szekel Aaron. High-Way to LA. Statistical Comparisons Without the Marketing. Los Angeles Economic Development Corporation. 2001.
- Los Angeles County Economic Development Corporation (LAEDC(c)). Authors: Kyser, Jack, and Joel Kotkin. Recapturing the Dream: a Winning Strategy for the LA Region. Ed. David Friedman. Center of Economic Development. Los Angeles: LAEDC/La Jolla Institute, 2005. 10 Oct. 2007 <http://www.laedc.org/about/Center_recapturingthedream.pdf>.
- Los Angeles County, California 2006 American Community Survey Data Profile Highlights. U.S. Census Bureau. 22 Oct. 2007.
- Regional Comprehensive Plan: RCP Economy Chapter. Southern California Association of Governments. Los Angeles: SCAG, 2007.
- Southern California Association of Governments. The State of the Region 2007. Los Angeles, 2007.
- Sprawl Hits the Wall: Confronting the Realities of Metropolitan LA. Brookings Institution. Washington D.C., 2001. 1 Oct. 2007 <http://urban.usc.edu/main_doc/downloads/sprawl_hits_the_wall.pdf>.